

Quarter Program Report

Reporting period: Q3 2013 / April - June 2013



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Cooperative Agreement Number: AID-523-A-12-00001

Quarter Report

Project: Scout Experience: Ready for life.

Asociación de Scouts de México, A.C.

General Project Information

Cooperative Agreement Number: AID-523-A-12-00001

Project Name: Experiencia Scout, Listos para la vida. | Scout Experience: Ready for life.

Project Timeframe: August 17, 2012 to August 16, 2015.

Project Target Zone: Tijuana, Baja California, Mexico.

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Project Summary

The Scout Experience: Ready for life project addresses the issue of youth 7-29 years old who are at risk of engaging in criminal activities in Tijuana, Mexico. Additionally, the project will impact all ongoing scout violence prevention projects around the country, especially those in States located along the Mexico-US border, with the development of a social intervention model that is scalable and replicable. This model will set the national standards of our organization for the work on character, education and leadership among adolescents and youth in highly vulnerable environments. The Scout Experience: Ready for life project will impact a total of at least 1,500 youth and 1,000 parents from the Camino Verde, Mariano Matamoros and Granjas Familiares neighborhoods of Tijuana during the three years of its implementation.

In Tijuana, this project will provide dedicated support to adolescents and youth in the areas of character, education and leadership. Activities related to character will focus on learning to be and learning to live together through the strengthening of various dimensions of the individual; character activities will also provide direct psychosocial support to adolescents and youth. Activities related to education will focus on learning to know and learning to do by using a "learning by doing" approach to math, language and logic, and will develop skills in the areas of ecology, sports, humanities, communication, security and technology. Education activities will provide dedicated support to adolescents and youth currently out-of-school, that have low academic performance, have a learning disability, and/or are in transition between primary and secondary or secondary and high school. Activities related to leadership will develop competencies related to social project management and will use the learning through service approach to develop social leadership competencies, strengthen the sense of community and promote dialogue and understanding among young people. Leadership activities will have a strong voluntary service component in the areas of peace, environment and development, and will receive national and international scouts. All the activities implemented in the fields of character, education and leadership will use the Scout Method and the five programming principles of the United Nations as crosscutting practices. The project will put special emphasis on developing monitoring and evaluation systems that provide useful information for measuring social impact, strengthening organizational learning and supporting decision-making processes.

The Scout Experience: Ready for life project will build the capacity of local community members for them to become the actors of their own development. The Scout Center model will test a financial and operational strategy designed to eliminate dependency to external assistance through various activities and sound financial management. Scouting will be accessible to all adolescents and youth, and will promote a sense of dignity and responsibility among project beneficiaries.

The Scout Experience: Ready for life project focuses on ensuring adolescents and youth understand and enjoy their rights. We believe that by contributing to the education of young people as active, responsible and productive citizens, this project will promote safe and healthy environments for everyone around the country. Understanding violence and crime as a consequence of the non-fulfillment of human rights, poor urban planning and lack of community participation helps us design holistic and self-sustainable long-term interventions that contribute to broader aspects of development such as health, education and employment. The purpose of this project is to strengthen the capacity of young people to play a productive role in their community.

Results Monitoring

Quarter performance report

Performance Management Matrix - *Scout Experience: Ready for life* - **SCOUTS|USAID**

Year 1 - August 2012 to September 2013

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Indicators	Actual 2013	Frequency	Data Source / Means of Verification
1	Outcome	1.0.1 Percentage of out-of-school youth participating in the <i>Scout Experience: Ready for life</i> activities that have not finished primary, secondary or high-school and enroll in a formal education system.	0%	Semi-Annually	Beneficiary Management System.
2	Outcome	1.0.2 Percentage of students participating in the <i>Scout Experience: Ready for life</i> activities that successfully transition from primary to secondary school.	0%	Annually	Beneficiary Management System.
3	Outcome	1.0.3 Percentage of young people participating in the <i>Scout Experience: Ready for life</i> activities that show an improvement in their psychological resilience evaluation score.	0%	Semi-Annually	Beneficiary Management System; GPS Evaluation Reports.
4	Output	1.1.2 Percentage of youth between 7 and 29 years of age participating in the Scout Experience: Ready for life program that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	0%	Semi-Annually	Beneficiary Management System; Scout Educational Objective measurement tools.
5	Output	1.2.1 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities with a performance below the "good" level in the Spanish component of the national standardized academic evaluation (ENLACE) that show improvement in their evaluation score.	0%	Annually	Beneficiary Management System
6	Output	1.2.2 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities with a performance below the "good" level in the math component of the national standardized academic evaluation (ENLACE) that show improvement in their evaluation score.	0%	Annually	Beneficiary Management System; Copy of official ENLACE results.
7	Output	1.2.3 Percentage of youth between 7 and 29 years of age participating in the Scout Experience: Ready for life activities that show improvement in their skills for life evaluation score.	0%	Semi-Annually	Beneficiary Management System; Backpack Evaluation Results.
8	Output	1.3.1 Percentage of adolescents and youth between 11 and 29 years old that have been or are members of local gangs participating in the youth involvement program have decided to reenroll in school or a professional development program.	0%	Semi-Annually	Beneficiary Management System; Scouts of the World Performance Reports.

*Result measurements will start during Q1 2014.

- Activities were mainly focused on information about the Scout youth program and building trust among project stakeholders.
- Indicators 2, 5 and 6 are measured annually based on the results of the ENLACE evaluation and specific academic transition periods. This data will be collected in Q1 2014 based on results from the academic year 2012-2013.
- Indicators 1, 3, 4, 7 and 8 are measured semi-annually based on the evaluations performed during Q1 2014.

USAID Common Indicator

USAID Common Indicator

Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Narrative Summary	Frequency	Total	Data Source / Means of Verification
1	Outcome	Young people studying between 6th grade of primary school and 3rd grade of secondary school have access to academic counseling and interactive activities in three communities in Tijuana	Quarterly	*	Beneficiary Management System.
2	Outcome	1500 youth 7-29 years old in Tijuana receive access to non-formal education activities that promote their physical, intellectual, social and emotional development	Quarterly	359	Beneficiary Management System.
3	Output	50% of project beneficiaries between the sixth grade and the third year of secondary school demonstrate adequate academic performance and plan to stay in school	Quarterly	*	Beneficiary Management System.

*Pending USAID finalization.

Social statistics – gender and disabilities

Gender Statistics - *Scout Experience: Ready for life* Year 1 - August 2012 to September 2013

ID	Type	Data	Number	Disability	Data Source
1	Gender	Male beneficiaries	224	0	Beneficiary Management System.
2	Gender	Female beneficiaries	135	0	Beneficiary Management System.

- 37.6% of project beneficiaries are females; the team will develop a plan to promote equal gender participation.

Quarter result level achievements

- 359 adolescents and youth aged 7 to 29 received access to non-formal education activities that promoted their physical, intellectual, social and emotional development.

Result level constraints and opportunities

- Constraints**
 - Electoral campaigns have increased social tension among stakeholders and disrupted some community activities.
 - Scout Centers in refurbishment to host permanent activities.
 - Limited availability of local volunteers.
- Opportunities**
 - Increase situational awareness through a better understanding of local political and electoral dynamics.
 - Prepare Scout Centers to host daily non-formal education activities.
 - Prepare volunteer program for local, national and international volunteers.
 - Identify communication outlets used by each target population group by intervention zone.
 - Strengthen monitoring and evaluation instruments and methodologies.

Activity Monitoring

Quarter activity level achievements

- 3 Community social marketing campaigns completed.
 - Photo album: <http://goo.gl/MDulQQ>



- - 298 youth 7-29 years old participated in the non-formal education activities of the Spring Break Rally focused on character, education and leadership. 15 local volunteers involved.
 - Photo album: <http://goo.gl/9rJ9xL>



- 52 youth 7-29 years old participated in an outdoor educational activity focused on education and leadership to "Vallecitos" archeological zone. 15 local volunteers involved.

- Photo album: <http://goo.gl/EC00Xa>



- Activities were performed in the project Scout Centers to celebrate 'Children's Day'. 5 volunteers involved.

- Photo album: <http://goo.gl/dHDF9T>



- 9 youth 7-29 years old participated in an introductory session to the Scout Movement aimed at sharing 'who we are' and 'what we do' with the community. 20 local volunteers involved.
 - Photo album: <http://goo.gl/tnVCcd>



- - 3 Scout Center locations have been identified and formally rented. Their refurbishment has started.
 - Scout Center refurbishment activity 'Pimp my Scout Center'
 - Photos from Camino Verde Scout Center: <http://goo.gl/ZKnVTt>
 - Photos from Granjas Familiares Scout Center: <http://goo.gl/h6Wfks>
 - Photos from Mariano Matamoros Scout Center: <http://goo.gl/ubx7eR>



- School visits were made to promote the scout program among local youth in the three intervention zones.
 - Photo album: <http://goo.gl/dVVvvJ>



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- Summer camp activity program and promotional campaign have been developed.
- Project baseline surveys started being implemented in the neighborhoods "El Florido I and II" with similar socioeconomic and security related characteristics than project intervention zones. 9 volunteers involved.
 - Photo album: <http://goo.gl/Y82rve>



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- USAID performed a Financial Management Review to verify internal controls and procedures. Scouts of Mexico established an action plan to fulfill the requirements established in the Financial Management Report.
- SMS communication systems with project beneficiaries have been tested.

Activity level constraints and opportunities

• Constraints

- Electoral processes have increased tension between opposing political groups from project intervention zones.
- Public exposure and cooperation with government stakeholders were reduced significantly during electoral campaigns (May and June) to avoid compromising politically neutral image of the project and organization.
- Limited availability of local volunteers for project activities and baseline surveys.
- Limited availability of covered space for project activities; most of the activities have to take place under the sun.
- Limited availability of motor vehicles to ensure effective and efficient logistics of project inputs and volunteers.
- Increased procurement response time from Scouts headquarters due to the end of mission of the organization's Finance and Management Director on April 5, 2013. New Finance and Management Director arrived on June 26, 2013.
- Internal change management related to implementing enterprise content management system and operations manuals.
- Monitoring and evaluation instruments are being tested and adapted to local context.

• Opportunities

- Strengthen trust building process with beneficiaries, parents, volunteers and key stakeholders from project intervention zones. Continuity, congruence, commitment, respect and effective communication.
- Promote the development and approval of specific policies and procedures to ensure continuity of day-to-day operation independently of availability of key decision makers.
- Strengthen the International Volunteer Program model and services to ensure availability of the human resources needed to implement a daily high-quality scout program to project beneficiaries.
- Ensure the availability of Scout Centers, including facilities to attend basic needs during youth program implementation: bathroom, water, coverage and emergency response elements (first-aid and security).
- Develop an economically sustainable proposal to ensure the coverage of logistical needs for project volunteers.
- Strengthen communication and support from project team to organization's headquarters to facilitate the implementation of new content management systems, as well as policies and procedures.
- Prepare the celebration of the Anniversary of the Scout Movement as a key public event during the upcoming quarter in post-election period with the participation of key stakeholders from the public, private, academic, international cooperation and civil society sectors.

Gender and disability related achievements, constraints and opportunities

• Achievements

- Parents of children, adolescents and youth with disabilities were informed that the Scout youth program is prepared to integrate their children.
- Project activities considered in their design specific methodologies and approaches to support youth and adolescents with physical and intellectual disabilities.

• Constraints

- Transportation to and from the Scout Center continues to be an accessibility challenge for beneficiaries with disabilities.

- Further sensitization is required with parents from local intervention zones to be motivated to enroll their children in the Scout youth program.
- Limited availability of volunteers directly impacts the carrying capacity of the Scout Center to provide adequate attention and support to beneficiaries with disabilities.
- **Opportunities**
 - Cooperation with local organizations such as schools for children with disabilities and other community based organizations with beneficiaries with disabilities could increase access to non-formal education activities offered by the Scout Center to this specific population group.
 - Cooperation with local organizations that provide education to caregivers or services to people with disabilities can support the demand for volunteers capable of providing adequate attention and support to beneficiaries from this population group.

Security and risk management achievements, constraints and opportunities

- **Achievements**
 - Project executives and volunteers have completed their basic and advanced security in the field training from the Online Training System of the UN Department of Safety and Security.
 - Link: <http://training.dss.un.org>
 - Project executives and volunteers have completed the UN Integrity Awareness Online Program from the UN Office on Drugs and Crime.
 - Link: <http://golearn.unodc.org>
 - Project executives and volunteers are continuously updating risk assessments in each of the project intervention zones based on local and external intelligence, and implement risk prevention and mitigation strategies with the support of Geographic Information Systems.
 - Project executives are equipped with smartphones with GPS tracking capability that have been configured to enable virtual security monitoring.
- **Constraints**
 - Project Scout Centers don't count with intrusion alarm and CCTV security systems.
 - Project staff doesn't count with the necessary security elements to be able to implement prevention and response protocols.
- **Opportunities**
 - Further training on security on the field is required for project executives and volunteers.
 - Intrusion alarm and CCTV security systems need to be considered on project facilities for the security of staff, volunteers, beneficiaries and assets.
 - Personal security systems need to be provided to project executives to ensure an adequate prevention and response to security threats.
 - Conduct key preventive strategies with local stakeholders that may influence the probability and impact of existing threats.
 - Strengthen existing security protocols, support documents and training.

Organizational Development

Organizational capacity assets

- Documentation of community assessment and mapping methodology.
- Documentation and improvement of administrative procedures to start field operations.
- Evaluation, selection and implementation of SMS communication mechanisms.
- Use of Geographic Information Systems for strategic decision-making.

Organizational climate

- The project team is highly motivated with the start of operations of the Scout Centers and the results of activities performed during spring break in each intervention zone.
- Project volunteers were highly motivated and committed to support the efforts in each of the Scout intervention zones.
- Change management related to the implementation of project content management systems and new policies and procedures continue to be a main challenge in the organization's headquarters.
- Local scout groups need to be further engaged to ensure adequate information among key leaders.

Organizational learning

- Key change management champions need to be identified in the organization's headquarters to ensure an adequate follow up to new systems, policies and procedures by executives at all levels of the organization.
- A change management strategy and roadmap needs to complement existing action plans such as the one resulting from USAID's Organizational Capacity Assessment. Such strategies and roadmaps need to include strong communication and training components.
- Financial and human resources needed to accelerate and ensure an effective and efficient implementation of strategic administrative systems, policies and procedures need to be considered and assumed by the organization's headquarters.
- The project risk assessment and risk management strategy could have considered a specific analysis of the impact that new administrative systems, policies and procedures would have on the operational response capacity of the organization's headquarters.
- Quarter 360° evaluations have enabled project executives to undergo rapidly a multidimensional learning curve, maintain an appropriate organizational climate, and support top management in key human resource management decision-making processes.
- Effective registration mechanisms need to be readily available to gather all necessary data from project beneficiaries in compliance with national and international privacy regulations. Special cases such as illiteracy, people without birth certificate, people without official ID and children in particularly vulnerable situations should be carefully considered during the system design phase.
- Project staff should undergo an in-depth project management course to enable further capacity building and empowerment strategies within the project and comply with international project management standards during the initiating, planning, execution and controlling, and closing phases.

Public Affairs, Branding and Communications

Partnerships

- The following partnerships have been established during this quarter:
 - El Colegio de la Frontera Norte
 - www.colef.mx
 - Instituto Tecnológico y de Estudios Superiores de Monterrey
 - www.itesm.mx
 - Sistema CETYS Universidad
 - www.cetys.mx
 - Universidad del Desarrollo Profesional
 - www.unidep.mx
 - Universidad Interamericana para el Desarrollo
 - www.unid.edu.mx

Community engagement

- A local community leader in the Granjas Familiares intervention zone facilitated a 5,487 m2 property to the Scout Experience, Ready for life project to undertake its activities and install the Granjas Familiares Scout Center.
- Community engagement activities were performed during the community social marketing campaigns.
- Community leaders were involved during community assessments.
- The representative in Tijuana of the Ministry of Education of the State of Baja California organized a meeting with elementary, secondary and high school directors to present the Scout Experience, Ready for life project.
- School directors of state public schools located in project intervention zones invited Scout Center managers to present the project to local professors, parents and students.
- The municipal institute for sports in Tijuana gave full access and support to the Scout Experience, Ready for life project in the Mariano Matamoros sport facility.
- The DIF Community Center located in the Camino Verde intervention zone allowed access to the Scout Experience, Ready for life project to its facilities.

Sponsors and donations

- Tips Marketing, a leading local marketing agency, was selected as project sponsor and partner after a careful presentation and interview process made to various marketing agencies in Tijuana. The marketing agency committed to provide the project special support and guidance in marketing, communications and public relations.
 - <http://tipsmktg.com.mx>

Summary of success stories

- There were no success stories documented during this quarter. Low profile was maintained due to political campaigns.

Media monitoring

- There were no media articles published during this quarter.

Branding and marking

- Community social marketing campaigns and all project activities have been adequately branded.

Expected Activities

Q4 2013: July 1 to September 30, 2013

- 4 week scout summer camp in each of the project intervention zones.
- 106 Anniversary of the Scout Movement with the participation of key project stakeholders.
- Continuous non-formal education activities provided in each of the project Scout Centers.
- Project branding and communications strategy begins implementation.
- Development and programming of Beneficiary Management System.
- Launch of International Volunteer Program.
- Launch of project website and social media outlets.
- Project marking and branding; strengthening of inventory management system.
- Program and Operations semi annual review session.
- Annual planning session.
- Strengthening of legal instruments related to project implementation.
- Strengthening of staff and Scout Center security systems.